DOCUMENT RESUME

ED 245 717 JC 840 321

TITLE State Funding of Contract Courses at Community Colleges: The First Year. Analysis Paper No. 824.
INSTITUTION State Univ. of New York, Albany. Office for Community Colleges.
PUB DATE Nov 82
NOTE 21p.
PUB TYPE Reports - Descriptive (141) -- Statistical Data (110)

EDRS PRICE MF01/PC01 Plus Postage.
DESCRIPTORS Contracts; *Inservice Education; *Labor Education; Program Descriptions; *School Business Relationship; State Aid; Two Year Colleges
IDENTIFIERS *Contract Education

ABSTRACT

Focusing on the period from September 1981 to September 1982, this report describes issues and activities related to New York State's funding of contract courses at the community colleges of the State University of New York (SUNY). Introductory material notes that since the passage of authorizing legislation, about 45,000 employees of more than 100 different businesses were served by nearly 200 courses designed by community colleges specifically for the needs of the participating firms. After providing a rationale for contract courses within the context of the community service mission of the community colleges, the report provides a brief overview of economic revitalization efforts in the state and details methods of state funding for contract courses. Information is presented on eligibility criteria and arrangements designed to promote labor/management relations, productivity, the quality of working life, industrial development, and retention of businesses. Next, first-year results are summarized, and projections for enrollment increases during 1982-83 are presented. Finally, programs at the colleges serving the largest numbers of firms and employees are highlighted. Appendices include tables showing total full-time equivalent (FTE) and headcount enrollment in contract courses by college; number of businesses served and course offered by college; and approved contract courses, listing college, firm, and enrollment. (HB)

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JC 840 321

Analysis Paper No. 824
State University of New York
Office for Community Colleges
November, 1982

State Funding of Contract Courses
at Community Colleges: The First Year

Introduction

The purpose of the following narrative is to describe issues and activities related to New York State's funding of contract courses at community colleges of the State University of New York. Such funding was authorized by Chapter 113, Laws of 1981. From September of 1981 to September of 1982, about 45,000 employees of more than 100 different businesses were served by nearly 200 courses designed by community colleges specifically for the needs of the participating firms.

The Mission

For decades community colleges in New York State and across the nation have had the continuing mission of providing instruction to meet the needs of local employers. Sometimes such offerings take the form of two-year associate degree curricula or certificate programs of one year or less. In fact, State University of New York and the State Education Department program approval regulations require a study of local employment trends to ascertain need for programs which are career-oriented. It is not unusual for most graduates of certain career programs to find employment with a specific firm which had expressed the desire for such appropriately trained employees in the original study of employment needs. Additionally, it is not and should not be unusual that community colleges, although they offer a comprehensive array of curricula, design specialized occupational courses to reflect the employment needs of their communities.

As examples, it is by design that Schenectady County Community College offers one of the few programs in the country in Nondestructive Testing Technology, since the huge General Electric plant in Schenectady is one of the few firms with a need for a sizeable number of employees requiring skills in this particular field. And it is not by coincidence that Jefferson Community College, near the Thousand Islands vacation region, and Sullivan County Community College, in the midst of the Catskill Mountain resort area, offer curricula in Hospitality and Tourism and Hotel Technology respectively. Marine Technology is provided at Suffolk County Community College, an institution close to that industry which flourishes on the shores of nearby Long Island Sound and the Atlantic Ocean. And if you take this community mission to a broader

level, it should be obvious why the Fashion Institute of Technology is located in New York City's garment district.

Partial local funding for community colleges implies the meeting of local educational objectives. Such programming is encouraged by SUNY's program approval regulations and by the State's special supplemental funding for FTE's generated by credit-bearing occupational curricula. The State is also committed to FTE-based financial support of non-credit, vocationally-oriented courses.

The concept of designing courses and programs to meet the current and future employment needs of specific industries and businesses has been not only a logical community service and a benefit to the economy of a locality, but has been and will remain a principal and traditional part of the community college mission.

The Economic Environment

It no longer is surprising to hear that New York has economic problems and that one of the critical factors in the success of the State's renewal effort is the retention of our current business and industrial base and the attraction of new business and industry. State leaders have given high priority to the retention of jobs and the economic revitalization of the State of New York.

Although much attention has been focused on New York's corporate and individual tax laws as a reason for the loss of businesses and employees to other states, particularly those in the South and the West, Empire State officials have recognized another motive for leaving the State. Many of the Sun Belt states have attracted New York businesses by designing and funding programs and/or whole colleges or technical institutes to meet the training needs of specific industries.

In South Carolina, for instance, a system of state-funded technical colleges prides itself on being able to train employees for new and existing industries in the specific skills required by specific plants. To business leaders or industrialists seeking a location for a new operation such a service is of immense value because they may be assured of a skilled work force, with the training being funded by the government. While South Carolina and other Sun Belt states offer other services and inducements to attract new businesses, they claim that their system of technical training has had as much to do with building an industrial base as any other factor.

State Funding of Contract Courses

Recently the Association of Presidents of Public Community Colleges and the SUNY Office for Community Colleges jointly published a booklet entitled, "30 Good Reasons Why Your Business Can Flourish in New York," aimed at introducing State business and industrial leaders to the thirty community colleges and stressing services available at the colleges to improve commerce.

One section of the booklet which emphasizes the flexibility inherent at community colleges reads: "SUNY's community colleges encourage requests for individualized programs to suit your exact needs and problems. New ideas and technologies will be most effective for you when designed specifically to apply to your business."

The goal of interacting with business and industry in a manner similar to colleges in other states is therefore obvious. SUNY community colleges, however, were handicapped until last year in attempting to maximize their capabilities to assist local employers.

Naturally, businesses may send their employees to enroll in credit-bearing training degree or certificate programs described above and may even pay tuition costs on behalf of employees/students. But businesses could not easily enter into agreements with the colleges to provide special credit or non-credit courses designed to deliver training specifically appropriate to a firm because of a State regulation prohibiting State funding for FTEs generated by contract courses. A principal reason for the prohibition was the fact that the courses would not be open to the general public.

Businesses contracting with the college for courses would pay a fee per enrollee. That fee was usually greater than the normal tuition costs and often included additional funds to assist with direct instructional costs. Since the colleges could not receive State aid for such courses, the fee was relatively high in order to insure that the courses were self-supporting. The amount was often high and discouraged firms from continuing the contract and thus adversely affected this aspect of the college's mission.

State University of New York and the community colleges urged that the prohibition of State funding for contract courses be lifted. The State Legislature, concurring in SUNY's proposal that such courses provide positive impact on the overall economic development of the State, passed legislation during the spring of 1981, allowing state aid for contract courses at community colleges. The bill, signed into law by the Governor, included the following criteria for

eligibility for state aid: "Operating costs shall include courses offered for the purpose of providing occupational training or assistance to business for the creation, improvement and retention of job opportunities, through contracts or arrangements between a community college and a business, labor organization, or not-for-profit corporations or organizations, including labor-management committees composed of labor, business and community leaders organized to promote labor-management relations, productivity, the quality of working life, industrial development, and retention of business in the community."

The legislation set aside 1,394 FTEs, above and beyond FTEs allocated for regular programming, for approved contract courses at SUNY community colleges. The SUNY Central Administration Office for Community Colleges was designated by the University Board of Trustees as the reviewing office for course approvals. Funding began with the fall, 1981 semester with the understanding that the approach would be used for three years, after which time an evaluation of effectiveness would be made to ascertain future direction for the program.

First-Year Results

Of the 1,394 FTEs authorized in 1981-82, a total of 667.2 (or 47 percent) were allocated for approved courses by September 1, 1982. A few colleges were still compiling course and enrollee information from the first year at that time, indicating that the actual annual figures will be slightly larger.

Although a relatively modest number of FTEs were utilized, the statistics which relate directly to service are impressive: 109 separate businesses were offered a total of 172 courses, and these courses reached a total of 43,372 individuals.

Given the fact that this was the start-up year and several colleges are continuing to build relationships with local businesses (as well as the fact that, for short-term courses, as most contract courses are, large numbers of employees are necessary to generate significant FTEs), the first-year results are viewed by SUNY as most positive.

In fact, the college estimates for 1982-83 indicate that more than 1100 FTEs will be used. That figure may be approximately calculated to individual employee enrollment of about 70,000.

The colleges serving the largest numbers of businesses and employees (and generating the largest number of FTEs) are Broome Community College in Binghamton, Erie Community College in Buffalo, Dutchess Community College in Poughkeepsie, Jamestown Community

College in Jamestown, Monroe Community College in Rochester, and Niagara County Community College in Sanborn.

Although Broome used fewer than one-third of the FTEs generated in 1981-82, the number of employees enrolled in courses represented 80 percent of the statewide total. The reason for this phenomenon is that Broome specialized in offering short-term courses. Businesses served by BCC include IBM, Endicott-Johnson, Savin and Universal Instruments, with the bulk of courses being contracted with IBM. Among the courses taught (and the number of employees served) by Broome for IBM were: Personal Planning (26,430), Electrical Safety (3,646), Health Education (1,425), CPR Training (3,100), and Stress Management for Secretaries (25).

Erie's program with the Chevrolet Motor Division plant at Tonawanda was certainly one of the most ambitious contract course initiatives of the first year. The College, in conjunction with several other labor and educational organizations in the county, trained 1,400 employees (representing 128 FTEs) in the new L-4 Engine Training Project, essentially retraining an entire workforce. The project will be continued in 1982-83, with similar enrollment indicated. In an area of the State with unemployment well above the national and statewide average, this forward-looking training project, which stresses high-technology skills and quality-circle structure (as in the most successful Japanese firms), is seen as a leader in the SUNY community college contract course program.

Dutchess has, like Broome, concentrated on its largest local employer, which is, coincidentally, IBM. A CPR course served 1,260 employees, while courses in equipment maintenance, physical assessment for nurses, emergency medical technician and teaching of French school children (newly transferred with their parents to New York by IBM) drew 30, 12, 15 and 78 students respectively.

Jamestown served a variety of local businesses, as has been that college's tradition since the early 1970's, when the college's efforts helped substantially in maintaining the city's workforce via retraining, a project which brought national attention. The largest program during 1981-82 was for T.R.W., a computer firm, in which 1,600 employees studied Quality Motivational Presentation. Other businesses served were: Alcas Cutlery, Blumenthal Sporting Goods, Potter Lumber Company, American Institute of Banking, Blackstone Corporation, American Sterilizer Company, Dahlstrom Manufacturing Corporation, and Chase Interiors. Also, the college offered several courses which were industry-wide, serving the employees of more than one firm, including several in conjunction with the Jamestown Labor-Management Committee. More than any other community college, Jamestown served a wide variety of firms.

Monroe also was diversified in service, with no very large enrollments in any one course, but with many courses for a variety of firms: preapprentice training program for Rochester Products; effective written communications, speed reading, time management and effective leadership for Sybron/Taylor Instruments; similar courses for the Burroughs Corporation; basic college writing and introductory psychology for Genesee Hospital employees; time management and report writing for Rochester Gas and Electric; and other courses with various companies.

Niagara, although conducting several courses for individual firms, concentrated on a contract administration for the United Steelworkers (which served 250 and was one of the largest labor courses of the year, and a series of small business workshops which drew 132 registrants to investigate such topics as export markets, insurance, taxes, personnel costs and other areas.

Listings of college participantion (by FTEs, total enrollment, number of businesses served and number of courses offered) and a comprehensive list of courses, FTEs and enrollments by colleges and firms, are attached to this paper.

Conclusion

Considering the community college mission of service to local business and industry and the fact that non-credit contract courses for firms assist in the State's economic revitalization, it appears that early reservations concerning State funding of such courses at community colleges do not nearly match the positive benefits of the idea. With the Legislature and the SUNY Board of Trustees setting boundaries for such funding and instituting an effective management system, the program certainly seems to have set the stage for significant service to the private sector of the economy, with all interested parties benefitting.

State Aided Contract Courses

1981-82

Campus	Total FTEs	Total Headcount
Adirondack	1.1	50
Broome	208.2	34,788
Cayuga	.3	22
Corning	27.6	393
Dutchess	137.5	1,525
Erie	143.0	1,530
Fashion Institute	6.1	129
Finger Lakes	4.0	170
Genesee	3.8	85
Herkimer	4.0	90
Hudson Valley	7.9	482
Jamestown	32.9	2,274
Mohawk Valley	8.6	147
Monroe	26.2	459
Niagara	6.8	580
Onondaga	18.6	198
Orange	.5	12
Schenectady	1.5	85
Suffolk	14.8	108
Tompkins Cortland	10.0	78
Ulster	3.8	167
TOTALS	667.2	43,372

State Aided Contract Courses

1981-82

Campus	Number of Businesses Served	Number of Courses Offered
Adirondack	2	2
Broome	7	21
Cayuga	1	1
Corning	5	6
Dutchess	3	14
Erie	3	3
Fashion Institute	4	6
Finger Lakes	5	7
Genesee	3	4
Herkimer	1	1
Hudson Valley	5	8
Jamestown	19	25
Mohawk Valley	6	6
Monroe	13	24
Niagara	11	16
Onondaga	6	10
Orange	1	1
Schenectady	4	4
Suffolk	4	5
Tompkins Cortland	3	4
Ulster	3	4
TOTALS	109	172

CONTRACT COURSE APPROVALS

Period: September 1, 1981 - August 31, 1982

College	Contracting Organization & Course	FTE	HC
Adirondack	Ahlstrom Machinery Inc. (Pulp/Paper Industry - Industrial Needs)	1.0	40
	International Paper, Hudson River Mill (Plant Security Techniques)	.1	10
Broome	IBM Owego (Health Education Program)	.8	42
	IBM Endicott (Health Program)	1.5	65
	IBM (Personal Planning)	80.5	18,108
	Union Kol-Flo (CRP - SFA)	.3	18
	IBM (Personal Planning - Added Sessions)	37.0	8,322
	Endicott Johnson Corporation (CPR)	.2	30
	IBM (Standard Electrical Safety)	2.1	235
	IBM Owego (Stress Management for Secretaries)	.3	25
	IBM Endicott (Refresher Electrical Safety)	9.6	2,160
	IBM Endicott (Health Education Program)	20.0	1,112
	Four County Library System ("How to be an Effective Employee")	.2	40
	IBM Owego (Health Education Program)	4.4	206
	IBM (CPR)	28.4	1,600
	IBM (Standard Electrical Safety)	2.4	280
	Universal Instruments (Introduction to Data Processing)	.7	20

CONTRACT COURSE APPROVALS

Period: September 1, 1981 - August 31, 1982

College	Contracting Organization & Course	FTE	HC
Broome	Endicott Johnson Corporation (CPR Recertification)	.2	24
	IBM (Standard Electrical Safety)	3.5	361
	IBM (CPR Recertification)	13.3	1,500
	Savin (Creative Problem Solving)	.1	30
	IBM (Refresher Electrical Safety)	1.4	308
	IBM (Refresher Electrical Safety)	1.3	302
Cayuga	Welch Allyn, Inc., Skaneateles, N.Y. (Training - Management Information Systems)	.3	22
Corning	Corning Glass Works (Writing Skills Modules)	1.7	20
	Trinity Valley Iron & Steel (Introduction to Metal Casting)	1.9	29
	N.Y.S. Electric and Gas Corporation (Electricity)	2.4	18
	N.Y.S. Electric and Gas Corporation (Sociology)	1.1	11
	Elcor, Marriott Manor Nursing Home (Introduction to Human Sexual Behavior in the Elderly)	.5	15
	Sunmaster Corporation (Solar System Installation)	20.0	300
Dutchess	International Business Machines Corp. (Equipment Maintenance Technician Program) (Courses listed on p.3)	35.0	30

Period: September 1, 1981 - August 31, 1982

College	Contracting Organization & Course	FTE	HC
Dutchess	Digital Circuits Manufacturing Materials and Processes Electric Circuits Analog Electronics Applied Mechanics Drafting for Engineering Technology I Technical Mathematics I Technical Mathematics II Physical Principles for Technicians		
	Dutchess County Economic Development Corp. (Quality Circles)	.5	60
	Harris Semi-Conductor Division of Harris Corporation & IBM Corporation (Basic Cardiopulmonary Resuscitation)	1.2 19.2	70 1,260
	IBM Corporation (Physical Assessment for Nurses)	.6	12
	IBM Corporation (Emergency Medical Technician Training, Refresher)	1.0	15
	IBM Corporation (Teaching of IBM French Schoolchildren)	80.0	78
Erie	Chevrolet Motor Division/Tonawanda (L-4 Engine Training Project)	128.0	1,400
	Westinghouse Electric Corporation (Microcomputer Training Program)	14.0	80
	Ando Incorporated (Computer Literacy Course)	1.0	50
Fashion Institute	National Football League Properties (Elementary Textile Production)	.5	20
	International Playtex (Apparel Qualities)	.3	15
	NIKE (BRS Inc.) (Textile Fabrications Characteristics)	.5	16
	District 65/UAW A.F.L.-C.I.O. (Understanding of Basic Textile Materials)	1.6	26

Period: September 1, 1981 - August 31, 1982

College	Contracting Organization & Course	FTE	HC
Fashion Institute	District 65/UAW A.F.L.-C.I.O. (Sound Marketing Principles)	1.6	26
	District 65/UAW A.F.L.-C.I.O. (Computer Terminology)	1.6	26
Finger Lakes	Finger Lakes Area Hospital Corporation (Time Management for Hospital Personnel)	.2	30
	New York State Electric and Gas (Managing Stress)	.1	24
	Hartman Engineering (Supervisory Skills)	.6	14
	Hartman Engineering (Supervisory Skills)	.5	12
	Pennsylvania House (Supervisory Skills)	.4	10
	Finger Lakes Area Hospital Corporation (Supervisory Skills)	1.7	50
	I.E.C. Electronics (Performance Appraisal)	.5	30
Genesee	Motorola, Inc. (Supervisory Development A-1)	1.1	22
	Motorola, Inc. (Supervisory Development B-2)	1.1	22
	Batavia Daily News (Salesmanship Training)	.1	8
	Chloride Electro Networks (Task Analysis Training Program)	1.5	33
Herkimer	Chicago Pneumatic Tool Co. (Training Program)	4.0	90
Hudson Valley	Greater Colonie Chamber of Commerce (Tobin Company Reemployment Seminar)	.4	55
	Garden Way Manufacturing Company (Numerical Control)	1.3	13

CONTRACT COURSE APPROVALS

Period: September 1, 1981 - August 31, 1982

College	Contracting Organization & Course	FTE	HC
Hudson Valley	Chamber of Commerce of Greater Troy (Small Business Workshop)	.9	101
	Cluett Peabody and Company, Inc. (Reemployment Seminar)	1.6	191
	Greater Troy Chamber of Commerce (Small Business Entrepreneurs Personnel Management)	.3	31
	Chamber of Commerce of Greater Troy (Workshop on the Aspects of Tourism)	.5	30
	Chamber of Commerce of Greater Troy (Course in Basic Skills)	2.4	22
	Rensselaer Chamber of Commerce (Resume Preparation and Interview Techniques)	.5	39
Jamestown	Jamestown Manufacturer's Association (Supervisory Development Program - Industrial Safety)	.4	15
	Industry-Wide (Electrical Principles)	2.5	17
	Industry-Wide (Shop Math)	2.4	25
	Chase Interiors, Co. (Advanced Blueprint Reading)	1.7	25
	Manufacturing Association of the Jamestown Area (Supervisory Training Workshop)	.9	25
	Carpenters Union Local 66 (Construction Estimating and Specifications)	3.5	40
	Dalhstrom Manufacturing Corporation (Brake Operation Training)	.7	10
	Transportation Club (Advanced Tariffs)	.9	10
	Jamestown Labor/Management Committee (Communication Seminar)	.3	40

CONTRACT COURSE APPROVALS

Period: September 1, 1981 - August 31, 1982

College	Contracting Organization & Course	FTE	HC
Jamestown	Jamestown Manufacturing Association (Planning for Your Retirement)	2.8	26
	T.R.W. (Quality Motivational Presentation)	4.4	1,600
	Jamestown Metal Manufacturing (Industrial Blueprint Reading)	1.7	25
	Alcas Cutlery Corporation (Supervisory Training)	.9	26
	American Sterilizer Company (Brake Operation Training)	.9	11
	Blumenthal Sporting Goods, Inc. (Salesmens' Training)	.7	15
	Weber-Knapp (Basic Shop Math)	1.0	29
	Jamestown Manufacturer's Association (Plumbing Principles)	2.0	20
	WCA Hospital, Jamestown, N.Y. (Speed Reading)	.4	10
	Potter Lumber Company (Supervisory Training)	.8	23
	American Institute of Banking (Security Seminar)	.9	133
	Blackstone Corporation (Creative Problem Solving for Quality Circles)	1.1	31
	Blackstone Corporation (Linear Measure with Metrics)	.1	13
	Olean Homemakers Service Inc. (Working with Terminally Ill Patients and their Families)	.1	30
	Chautauqua County Skills Program (Total Cost Commodity Management Seminar)	.9	50
	Manufacturers Association of the Jamestown Area (Supervisory Training Workshop)	.9	25

CONTRACT COURSE APPROVALS

Period: September 1, 1981 - August 31, 1982

College	Contracting Organization & Course	FTE	HC
Mohawk Valley	Stetson-Dale (Computer Based Graphics System)	2.3	50
	Metropolitan Insurance Company (Effective Letter Writing)	1.0	32
	General Electric Co. (Introduction to Typing)	.3	20
	Mary Imogene Baptist Hospital (Shorthand I)	1.5	16
	Revere Copper & Brass, Inc. (First Line Production Supervisor Training)	1.0	20
	Shearson/American Express Inc. (Principles of Life, Accident and Health Insurance)	2.5	9
Monroe	Rochester Products (Pre-Apprentice Training Program)	2.2	25
	Sybron/Taylor Instruments (Time Management)	.6	25
	Sybron/Taylor Instruments (Effective Written Communications)	.7	25
	Sybron/Taylor Instruments (Speed Reading)	.7	20
	Sybron/Taylor Instruments (Effective Leadership)	.5	20
	Detection Systems, Inc. (Supervising Today's Work Force Effectively)	.3	15
	Burroughs Corporation (Time Management)	.2	10
	Burroughs Corporation (Effective Written Communications)	.3	12
	Burroughs Corporation (Leadership Styles)	.3	12
	Fairport Baptist Home (The Legacy of the Elderly)	3.9	30

CONTRACT COURSE APPROVALS

Period: September 1, 1981 - August 31, 1982

College	Contracting Organization & Course	FTE	HC
Monroe	Genesee Hospital (Basic College Writing)	1.9	19
	Genesee Hospital (Introductory Psychology)	1.3	13
	Rochester Gas & Electric (Time Management)	1.7	25
	Rochester Gas & Electric (Report Writing)	2.0	25
	Burroughs Corporation (Oral Communication and Listening)	.5	15
	Burroughs Corporation (Employee Appraisal)	.2	15
	Community Savings Bank of Rochester (Supervisory Training)	.5	15
	Rochester Telephone Corporation (Beginning Typing)	2.7	20
	Rochester Telephone Corporation (Refresher Typing)	2.2	20
	DeRidder/Thurston, Inc., Rochester (Leadership Styles)	.4	20
	Schlegel Corporation (Blue Print Reading Instruction)	1.4	20
	Rochester Telephone Company (Building Language Skills - A Refresher)	.7	20
	R. T. French Company (Business and Professional Development/ Career Assessment)	.6	18
	Central Trust Company (Human Relations Workshop)	.4	20
Niagara	N.Y.S. Electric and Gas Company (Interpersonal Communications)	1.1	25
	United Steelworkers of America (Contract Administration)	.7	250

CONTRACT COURSE APPROVALS

Period: September 1, 1981 - August 31, 1982

College	Contracting Organization & Course	FTE	HC
Niagara	Chamber of Commerce of the Tonawandas & Lockport Area Chamber of Commerce Small Business Workshops: (Laws & Loopholes: Controlling Personnel Costs) (Tap New Markets: Export) (Restaurant Management) (Credit, Collections and Borrowing) (Getting Your Dollar's Value in Insurance) (Keep the Cash Flowing) (Here Comes the Tax Collector)	.7	132
	The Exolon Corporation (Management Functions & Leadership Styles)	.4	12
	Pivot Punch Corporation (Basic Algebraic Skills)	.7	22
	Niagara County Legal Secretaries Association (Spring Workshop: Word Processing and Secretarial Procedures, Arbitration, and Bankruptcy)	.5	50
	Niagara County Dental Society (In-Service Workshop for Dentists)	.1	21
	Professional Secretaries International Niagara Falls Chapter (Sexual Harassment in the Workplace)	.1	26
	Coca Cola Bottling Company (Supervision: Performance Appraisal)	.1	15
	Harrison Radiator Company (Understanding Quality Circles)	2.4	27
Onondaga	Crouse-Hinds Company (Training Course - Metallurgy)	2.0	20
	Crucible Steel (Principles of Management)	1.3	14
	New Process Gear (Technical Mathematics)	1.1	14
	Magnavox CATV (Electrical Technology)	2.4	14

CONTRACT COURSE APPROVALS

Period: September 1, 1981 - August 31, 1982

College	Contracting Organization & Course	FTE	HC
Onondaga	Carrier Corporation (Managerial Accounting)	1.3	13
	Carrier Corporation (Principles of Management)	.7	7
	Carrier Corporation (Report and Technical Writing)	1.5	15
	Community General Hospital (Training Program)	3.8	38
	Community General Hospital (Heredity and Environment in Community Health Care)	1.6	16
	Magnavox CATV (Basic Computations and Algebra)	2.9	47
Orange	Riviera Products (Supervisory Training)	.5	12
Schenectady	Golub Corporation (Business Math)	.5	30
	General Electric Company (Survey of Electricity and its Application)	.3	15
	Community Health Plan, Inc. (Medical Terminology)	.4	20
	Einhorn, Yaffee, Prescott & Krouner (Executive Listening)	.3	20
Suffolk	Burroughs Corporation (Supervision: Concepts and Practices)	4.0	20
	Hi Temp Wire Inc. (Supervision: Concepts and Practices)	4.0	20
	Burroughs Corporation (Management Principles and Practices)	2.0	20
	Jacknob Corporation (Introduction to Computer Programming)	1.8	18
	Photocircuits, Inc. (Supervision: Concepts and Practices)	3.0	30

Period: September 1, 1981 - August 31, 1982

College	Contracting Organization & Course	FTE	HC
Tompkins Cortland	New York State Electric and Gas (Written Communications)	4.0	20
	Cortland Chapter of the International Management Club (Listening Skills for Managers)	2.0	18
	NCR Incorporated (Capital Justification & Decisionmaking)	2.0	20
	Cortland Chapter of the International Management Club (Time Management for Managers)	2.0	20
Ulster	VAW of America, Inc. (Team Management Skills and Techniques for Supervisors)	1.4	40
	Kingston Trust Company (Time Management)	.5	75
	Roland A. Augustine, Inc. (Time Management)	.2	12
	VAW of America, Inc. (Managing with Effective Leadership Styles)	1.7	40
	TOTALS (for fiscal year 1981-82)	667.2	43,372

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